

**City of Norfolk's**

**Priority Area Plan**

**For a Well-Managed Government**

## Overview

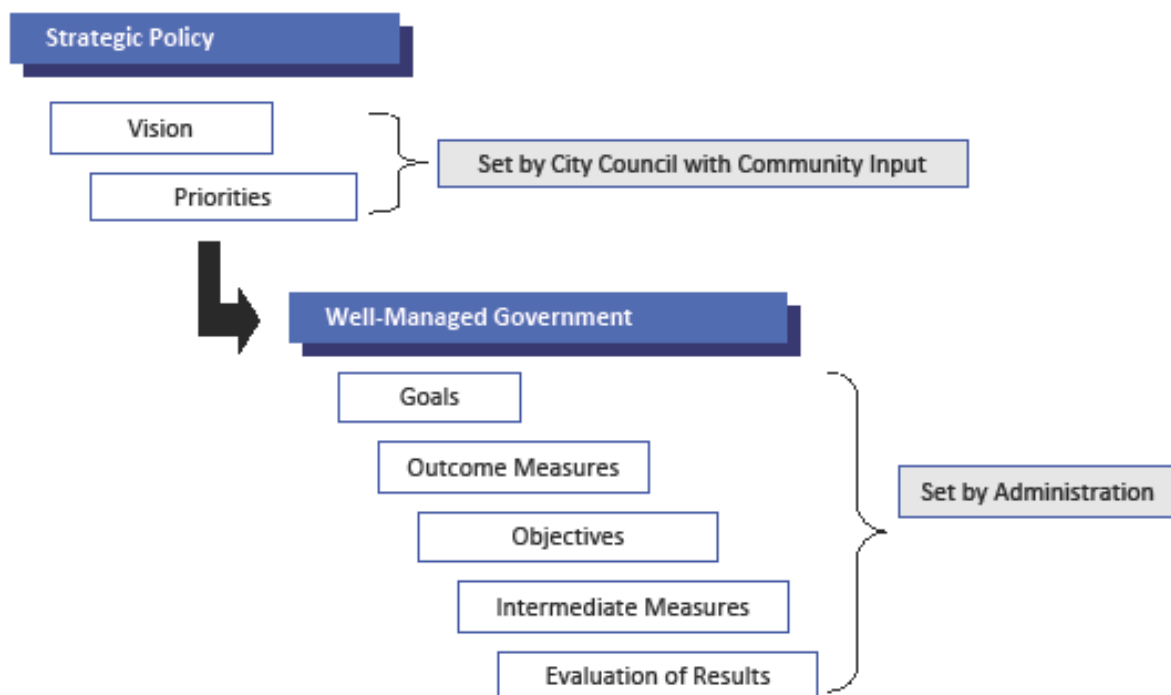
In February 2011, the City of Norfolk launched an initiative to become a “well-managed government.” For the newly appointed City Manager, and for the City of Norfolk, this means that the City will be a *data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer focused.*

A primary goal of the Well Managed Government initiative is to objectively assess the impact of City initiatives on the quality of life for Norfolk residents. In order to achieve this goal, Norfolk must improve the effectiveness and efficiency of programs and services and measure the impact of the improvements. To truly understand how well the City organization is performing, it is important to move beyond measures of what we are doing, and integrate measures that assess how well we are achieving our desired outcomes.

With the vision of becoming a well-managed government in mind, the Administration first had to take a step back and determine what the desired outcomes are for the City. Understanding the desired outcomes allows the Administration to set goals and objectives to achieve those outcomes.

Using the model below as a guide, City staff began a project in June 2011 to revise the citywide priorities and develop goals, objectives and performance measures to support them. This planning initiative is distinct from past processes in that goals and objectives will now be owned by cross-functional teams rather than single departments. Staff across departments will work together, and with outside partners, to ensure success.

### Priority Setting Model



Priority: Accessibility, Mobility and Connectivity		
A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes as well as new technologies, which connects people, goods and information.		
Goals: 1. Increase transportation choice, connectivity and affordability 2. Increase access to city services and information 3. Enhance citizens’ access to goods and services		
Outcome Measures	<ul style="list-style-type: none"><li>Public transportation ridership</li><li>Commuting time</li><li>Customer satisfaction of transportation choices</li></ul>	<ul style="list-style-type: none"><li>Citizen satisfaction of access to goods, services, and information</li><li>Aggregate number of subscribers to the City’s social media presence</li></ul>
Objectives	1.1. Advance Norfolk’s major transportation priorities at the regional, state and federal levels  1.2. Optimize traditional and alternative transportation modes and travel including, but not limited to, bus, rail and an expanded pedestrian and bicycle network  2.1. Optimize use of social media and web tools to communicate to the public information on city services and to receive feedback from them on city services  2.2. Increase capacity to identify and resolve barriers to accessibility to city services and information  3.1. Increase capacity to identify and resolve barriers to accessibility to community services and information	
Priority: Economic Vitality and Workforce Development		
A growing, competitive and diversified economy that enhances the quality of life for residents through a wide range of housing, shopping, educational, cultural, business, and employment opportunities.		
Goals: 1. Diversify and strengthen Norfolk’s economic base 2. Diversify and strengthen entertainment venues and “cool city” amenities in Norfolk 3. Increase regionally-based employment opportunities for Norfolk’s citizens		
Outcome Measures	<ul style="list-style-type: none"><li>Real estate tax revenue</li><li>Median household income</li><li>Tax revenue from entertainment and tourism</li><li>Citizen ratings on quality of entertainment venues</li></ul>	<ul style="list-style-type: none"><li>Unemployment rate</li><li>Hourly wage rate</li><li>Poverty rate</li><li>Graduation rate</li><li>City ratings on Norfolk as a “cool” city</li><li>Citizen ratings of employment opportunities</li></ul>

Objectives	<ol style="list-style-type: none"> <li>1.1. Leverage, attract and retain businesses within Norfolk</li> <li>1.2. Increase small and minority owned businesses within Norfolk</li> <li>1.3. Attract new residents to contribute to Norfolk's economic growth</li> <li>2.1. Increase choice of entertainment venues for all demographic groups, including the "creative class"</li> <li>2.2. Market cultural experiences available in Norfolk to the region and outside the region</li> <li>3.1. Connect businesses and workers</li> <li>3.2. Increase knowledge, skills and abilities of Norfolk's workforce</li> <li>3.3. Eliminate barriers to employment</li> </ol>		
<p style="text-align: center;"><b>Priority: Environmental Sustainability</b></p> <p style="text-align: center;"><i>A premier waterfront community that creates a positive, regenerative effect on its environment, avoids detrimental environmental impacts and thrives economically and culturally.</i></p>			
<p style="text-align: center;"><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Enhance efficient use and protection of natural resources</li> <li>2. Reduce the negative impacts of coastal flooding</li> </ol>			
Outcome Measures	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>Quantity of fuel</li> <li>Energy Utilization Index (KBtu per sq ft per year) for municipal buildings</li> <li>Quantities and percent of refuse disposed and recycled</li> </ul> </td><td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>Percent of urban tree canopy</li> <li>Norfolk's Community Rating System (CRS) provided by the National Flood Insurance Program</li> </ul> </td></tr> </table>	<ul style="list-style-type: none"> <li>Quantity of fuel</li> <li>Energy Utilization Index (KBtu per sq ft per year) for municipal buildings</li> <li>Quantities and percent of refuse disposed and recycled</li> </ul>	<ul style="list-style-type: none"> <li>Percent of urban tree canopy</li> <li>Norfolk's Community Rating System (CRS) provided by the National Flood Insurance Program</li> </ul>
<ul style="list-style-type: none"> <li>Quantity of fuel</li> <li>Energy Utilization Index (KBtu per sq ft per year) for municipal buildings</li> <li>Quantities and percent of refuse disposed and recycled</li> </ul>	<ul style="list-style-type: none"> <li>Percent of urban tree canopy</li> <li>Norfolk's Community Rating System (CRS) provided by the National Flood Insurance Program</li> </ul>		
Objectives	<ol style="list-style-type: none"> <li>1.1. Develop and implement a sustainability action plan</li> <li>1.2. Create a culture of continuing sustainability</li> <li>1.3. Leverage resources to incentivize investment in sustainability</li> <li>1.4. Reduce and recycle waste</li> <li>2.1. Develop a strategic plan to mitigate flooding, including funding requirements</li> <li>2.2. Develop appropriate regulations for land use development and redevelopment</li> </ol>		

Priority: Lifelong Learning		
<i>Residents of all ages enjoy a culture of learning that enables them to reach their full potential, achieve personal goals, and, through their knowledge, skills, abilities, and talents, become well equipped to support a prosperous economy.</i>		
<b>Goals:</b> <ol style="list-style-type: none"> <li>1. Achieve a well trained, qualified community workforce</li> <li>2. Increase accessibility to lifelong learning</li> </ol>		
Outcome Measures	<ul style="list-style-type: none"> <li>• Graduation rate</li> <li>• Unemployment and underemployment rates</li> <li>• Percentage of Norfolk hires to newly recruited employers</li> <li>• Standards of Learning (SOL) scores</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen ratings on frequency of participation and satisfaction of lifelong learning opportunities</li> </ul>
Objectives	<ol style="list-style-type: none"> <li>1.1. Create a comprehensive short and long term community workforce plan outlining workforce skills needed by area employers</li> <li>1.2. Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan</li> <li>1.3. Increase preschoolers' learning readiness</li> <li>1.4. Assess third-grade reading level and focus resources on kids with needs</li> <li>2.1. Network and identify opportunities for partnership among the city, local educational institutions, businesses and community resources that will promote and expand life-long learning for the city workforce and community members.</li> <li>2.2. Increase accessibility to lifelong learning opportunities using existing city and school resources</li> </ol>	

<b>Priority: Safe, Healthy and Inclusive Communities</b>  <i>Residents of diverse backgrounds and interests feel encouraged and empowered to assist in the development of safe and healthy neighborhoods thereby fostering a culture of leadership, pride and well-being that advances Norfolk's brand as a desirable and enjoyable place to live, learn, work and play.</i>		
<b>Goals:</b> <ol style="list-style-type: none"> <li>1. Provide a safe environment for residents, workers, and visitors</li> <li>2. Create a culture that promotes health, engages in prevention, and supports the economic and social well being of individuals and families through the provision of an array of programs and services</li> <li>3. Enhance the vitality of Norfolk's neighborhoods</li> <li>4. Ensure the availability of housing of high quality and sustainability</li> </ol>		
Outcome Measures	<ul style="list-style-type: none"> <li>• Crime levels for violent crime compared with national levels as reported in the annual FBI Uniform Crime Report</li> <li>• Citizen ratings on perception of safety</li> <li>• Incidents of child abuse and/or neglect</li> <li>• Citizen ratings on overall quality of life in Norfolk</li> <li>• Citizen ratings on quality of life in their neighborhood</li> </ul>	<ul style="list-style-type: none"> <li>• Infant mortality rate</li> <li>• Rate of chronic disease</li> <li>• Concentrations of poverty</li> <li>• Poverty rate</li> <li>• Homeownership rates</li> <li>• Percent of affordable rental housing</li> <li>• Change in average property values</li> </ul>
	<b>Objectives</b> <ol style="list-style-type: none"> <li>1.1. Enhance neighborhood safety</li> <li>1.2. Promote the positives of Norfolk</li> <li>1.3. Improve and enhance disaster awareness and planning</li> <li>2.1. Increase access to activities and resources that promote healthy lifestyles</li> <li>2.2. Increase access to early learning centers, libraries and out-of-school recreation programs</li> <li>2.3. Strengthen the network of resources, programs, and services that supports the economic and social well being of individuals and families</li> <li>3.1. Enhance resident and civic organization's capacity to shape their neighborhood</li> <li>3.2. Improve maintenance of private property, public property and public infrastructure</li> <li>3.3. Create neighborhoods of choice</li> <li>4.1. Provide a range of housing choices that are accessible both in terms of geography and affordability, as well as consistent with the General Plan</li> </ol>	

<b>Priority: Well-Managed Government</b>  <i>A data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive and customer focused.</i>		
<b>Goals:</b> <ol style="list-style-type: none"> <li>1. Enhance the efficiency of our programs and services</li> <li>2. Achieve a reputation internally and externally as a well managed government</li> <li>3. Develop, recruit and retain talented and engaged employees to meet current and future workplace needs</li> </ol>		
Outcome Measures	<ul style="list-style-type: none"> <li>• Citizen ratings of the value of services for the taxes paid to Norfolk</li> <li>• Customer satisfaction with quality of programs and services</li> <li>• Employee engagement and satisfaction ratings</li> </ul>	<ul style="list-style-type: none"> <li>• Bond rating</li> <li>• Cost of programs or services are available</li> <li>• Citizen ratings on the overall image or reputation of Norfolk</li> <li>• Turnover rate</li> <li>• Career progression rate within the city</li> </ul>
Objectives	<ol style="list-style-type: none"> <li>1.1. Integrate and streamline technology and business practices</li> <li>1.2. Re-engineer inefficient support systems and processes</li> <li>2.1. Promote strong financial management</li> <li>2.2. Improve customer service</li> <li>2.3. Identify areas for improvement that will positively impact the City's reputation</li> <li>2.4. Align resources, decision making and communication with priorities</li> <li>3.1. Increase employee engagement in achieving the goals and objectives of the City and individual departments</li> <li>3.2. Improve the recruitment process in order to attract quality candidates</li> </ol>	

## Implementation

### **Alignment with Departmental Goals and Objectives**

Citywide Goals and Objectives will cascade into department work plans. Members of the Senior Executive Team become “owners” of citywide objectives, who then cascade the actions necessary for completion of the objective to staff within their departments or to cross-departmental work teams. Specific work plans are developed to accomplish these objectives and measures developed to assess progress. In addition, individual leaders will be held accountable for results through an Executive Planning and Evaluation Tool and a Senior Manager Planning and Evaluation tool.

### **Communications Plan**

The City’s leadership, members of the Priority Area Teams and members of the Priority Project Teams are all engaged in the priority setting process and understand its purpose and importance. All City employees will need to have a level of engagement and understanding because of their role in ensuring success. City employees will not only be evaluated in relationship to the priorities, but they are responsible for providing the programs and services that will achieve our desired outcomes.

Ongoing communication regarding the priority area plan and the status of accomplishments and next steps will be primarily through the operating departments. Department management will be held accountable for making the plan “a living, breathing document” and for using its contents to direct and manage performance within the department. Frequent conversations between supervisors and employees on progress in attaining performance measures will become a normal part of the culture. In addition, the city’s website will be used to communicate progress in attaining goals and objectives outlined in the plan.